

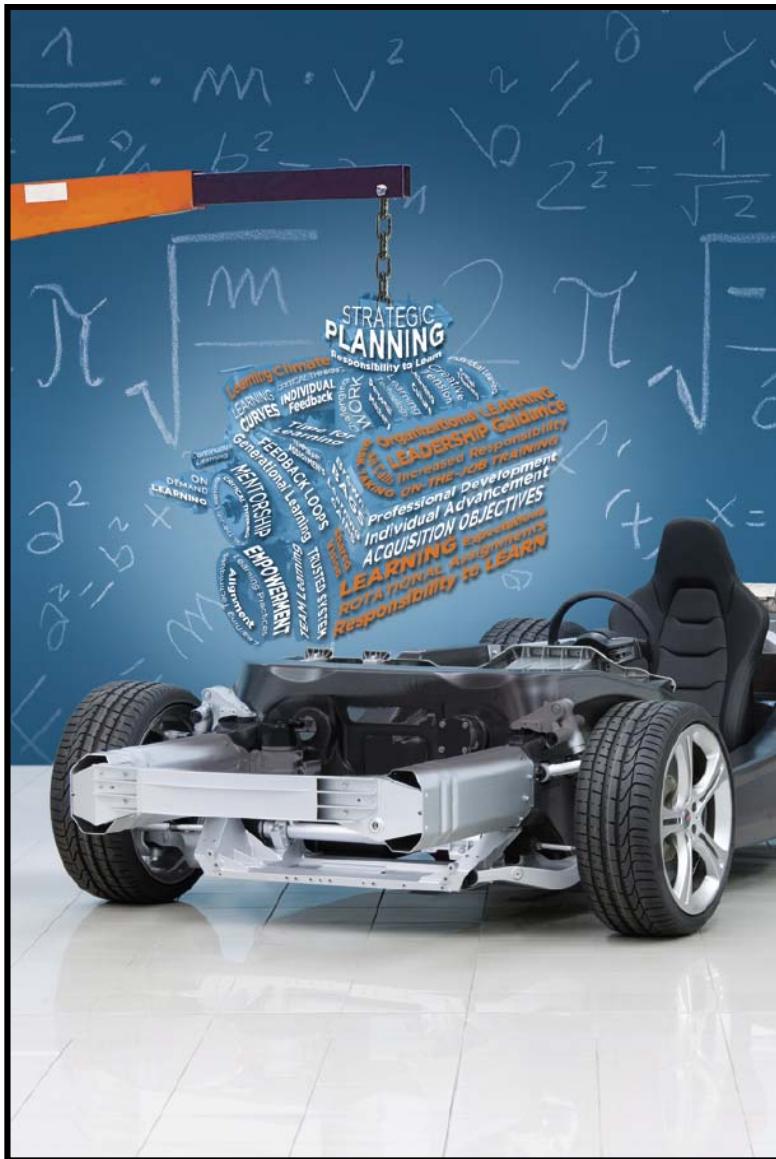
Background

Research Objective

Methodology

Results

Observations



Instituting a Learning Organization (LO) Architecture in the Acquisition Workplace

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Report Documentation Page			Form Approved OMB No. 0704-0188	
<p>Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.</p>				
1. REPORT DATE 14 MAY 2014	2. REPORT TYPE	3. DATES COVERED 00-00-2014 to 00-00-2014		
4. TITLE AND SUBTITLE Instituting a Learning Organization (LO) Architecture in the Acquisition Workplace			5a. CONTRACT NUMBER	
			5b. GRANT NUMBER	
			5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)			5d. PROJECT NUMBER	
			5e. TASK NUMBER	
			5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Defense Acquisition University (DAU) West Region ,33000 Nixie Way Bldg 50, San Diego, CA, 92147-5117			8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)			10. SPONSOR/MONITOR'S ACRONYM(S)	
			11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution unlimited				
13. SUPPLEMENTARY NOTES AFCEA 11th Annual Acquisition Research Symposium, 14-15 May 2014, Monterey, CA.				
14. ABSTRACT				
15. SUBJECT TERMS				
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT Same as Report (SAR)	18. NUMBER OF PAGES 15
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified		

Since DoD Acquisition Organizations depend heavily on learning gains, where do they stand as “Learning Organizations (LOs)”?

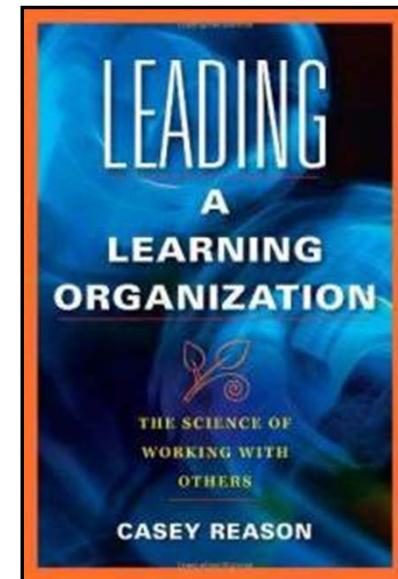
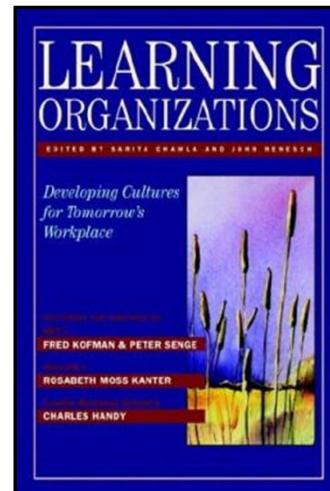
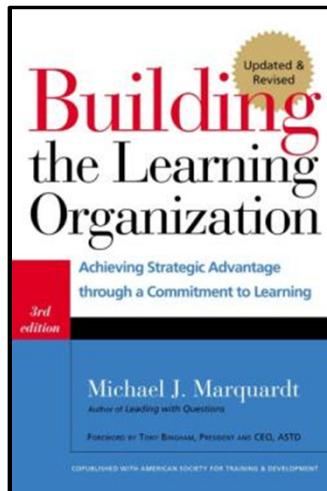
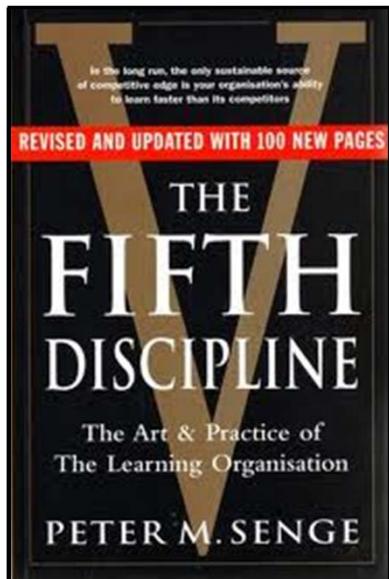


This research set out to seek them out and better understand the key components that make them appropriately armed LOs... especially if the DoD expects to fulfill the current Better Buying Power (BBP) initiatives...and future ones like it over the long haul.

Background

What is a Learning Organization?

The Literature says...



Is there a Learning Organization Blueprint the Acquisition Community Can Follow?

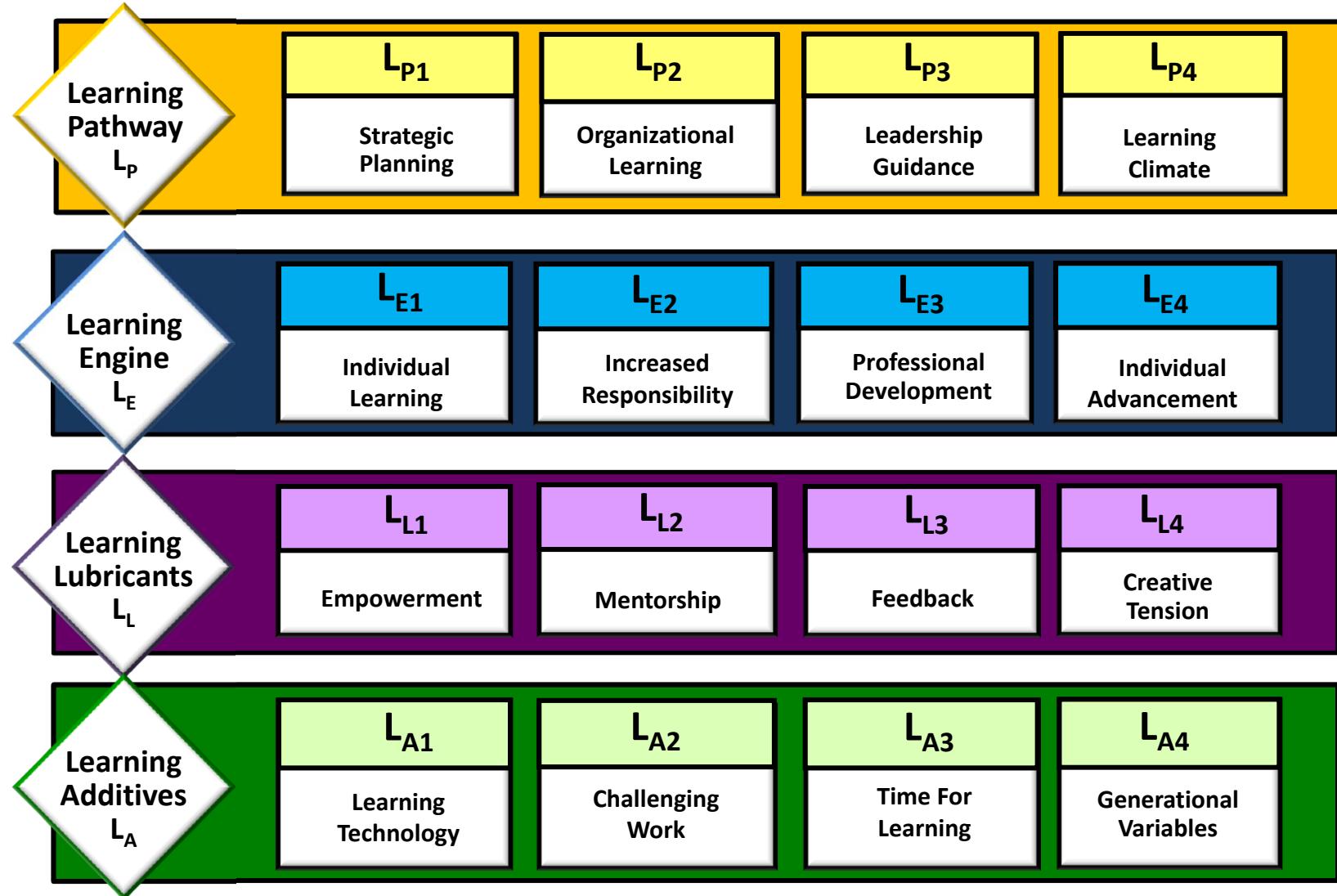


LO Features

Methodology

Assessment Basis

$LOs = f((\text{Learning Pathway } L_{Pi}), (\text{Learning Engine } L_{Ei}), (\text{Learning Lubricants } L_{Li}), (\text{Learning Additives } L_{Ai}))$



18 PROGRAM OFFICES AND DIRECTORATES

	Ballistic Missile Defense System (BMDS)		RQ-4A/B UAS GLOBAL HAWK
	Navy Virginia (SSN 774) Class Attack Submarine		WGS (MILSATCOM, AEHF, FAB-T, GBS)
	C-130/C130J Aircraft Modernization Program		National Polar-Orbiting Operational Environmental Satellite System (NPOESS)
	B-2 Bomber and SATCOM and Computer Increment I		Space Based Infrared System (SBIRS) – High Satellite
	F-35 Lightning II		Evolved Expendable Launch Vehicle (EELV)
	C130J - Super Hercules		Global Positioning Systems (GPS) Directorate - GPS IIIA and NAVSTAR GPS
	MQ-9 UAS REAPER		Apache Block IIIA (AB3A) Remanufacture
	KC-46 Tanker		Guided Multiple Launch Rocket System (GMLRS) and GMLRS Alternate Warhead
	F-22 Raptor		PEO Command, Control, Communications, Computers and Intelligence (C4I)

Survey Specifics

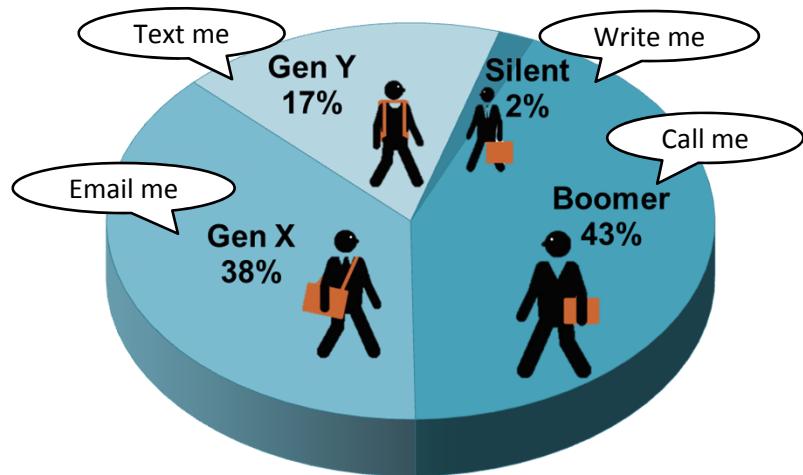
Results

LO Survey Instrument and Methodology

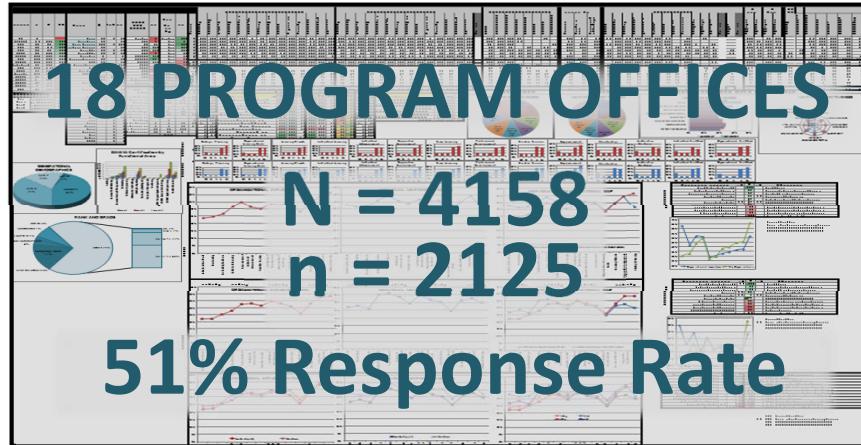
The screenshot shows a survey page from DAU. At the top, it says "Close previous". Below that is a section titled "Rate your ORGANIZATION's active implementation of the following." It contains a Likert scale with options from 1 (Not at all) to 7 (Highly). There are several questions listed, such as "Strategic Planning", "Provide learning opportunities for employees to develop their skills", and "Provide feedback to employees on their performance". At the bottom, there is a note: "If you rated any category less than 5, please explain." A progress bar indicates 22% completion, and buttons for "Save and Return" and "Next" are visible.

- 63 questions
- Likert scale: 1-7
- Questions mostly quantitative
- Several open ended questions
- Confidentiality maintained...
- No attribution
- 10 minutes to take...

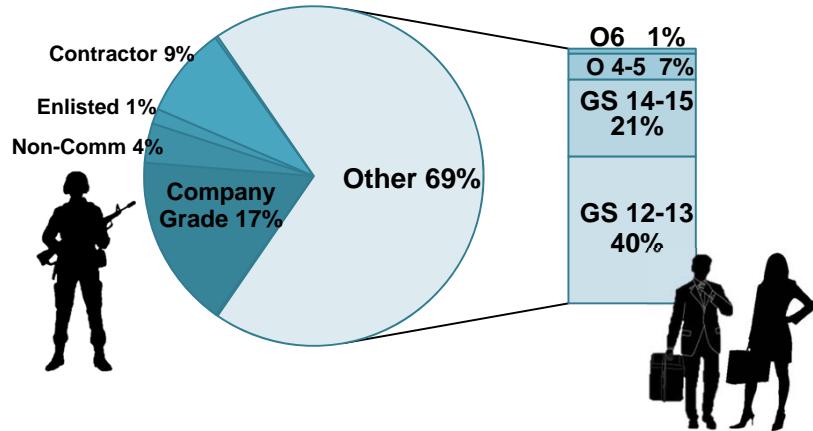
Age Demographics



What did the Data Say?

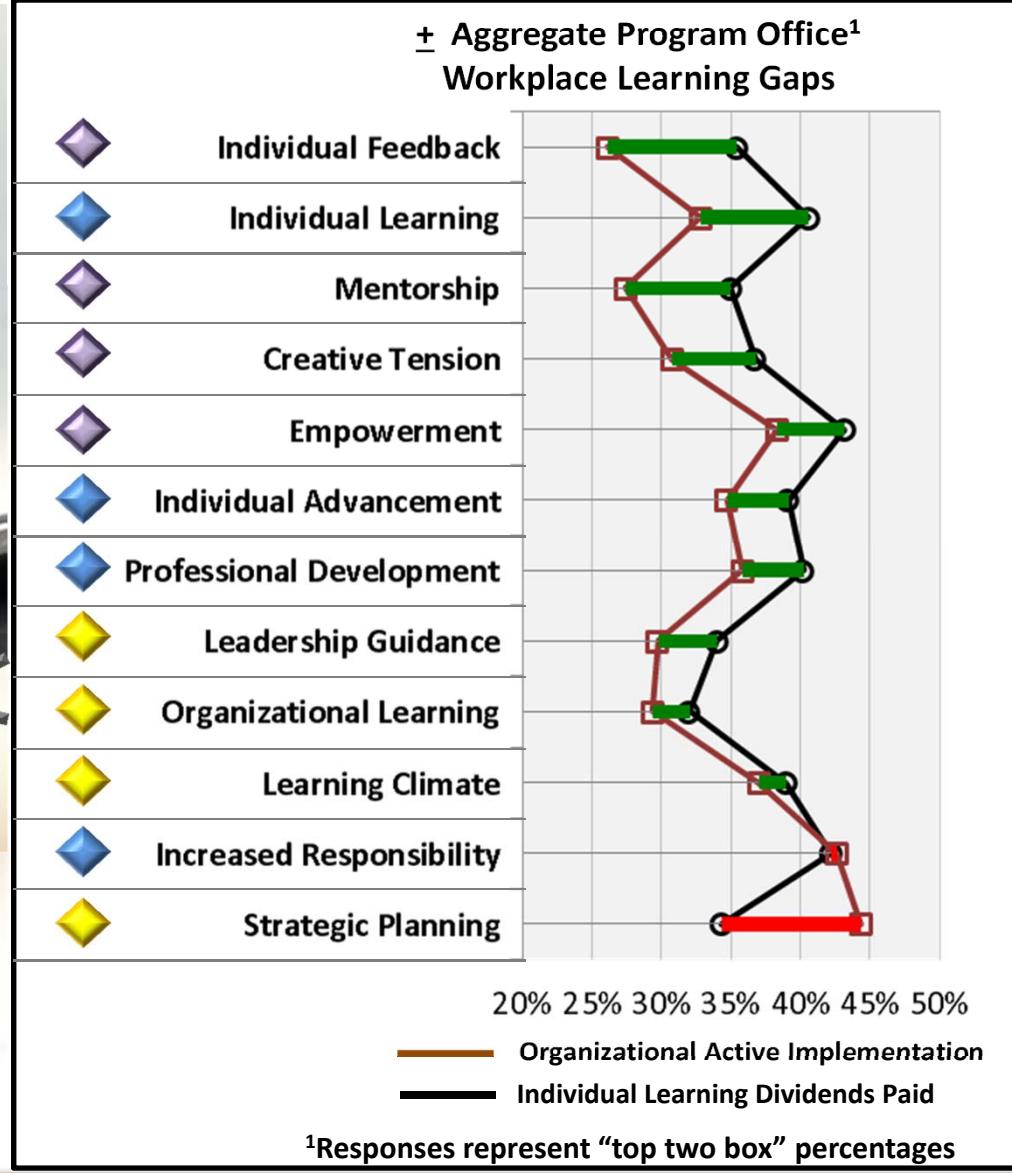


Rank and Grade Demographics



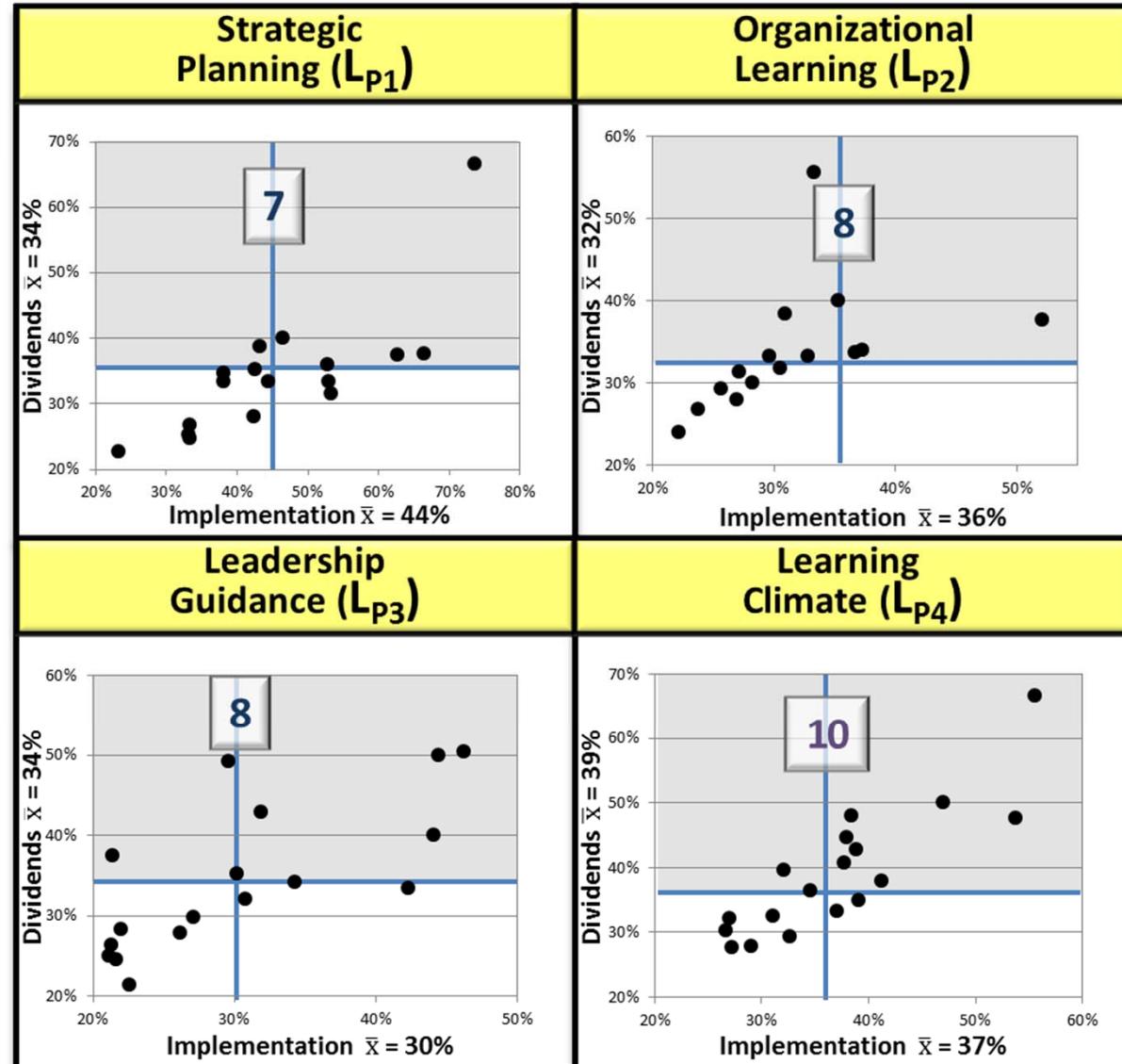
Aggregate Learning Gaps

Results

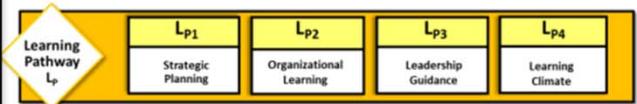


LEARNING PATHWAY

Results



How the Learning Elements Scattered for each of the 18 Organizations Queried and Examples of Catalysts



Strategic Plan:

integrate it, communicate it, make it more than shelf ware

Organizational Learning:

individuals learning should lead to the organization learning. The three critical factors are meaning, management, and measurement

Leadership Guidance:

accountability with leaders

Learning Climate:

pushing the workforce to think critically and challenge the status quo

LEARNING ENGINE

Results

How the Learning Elements Scattered for each of the 18 Organizations Queried and Examples of Catalysts

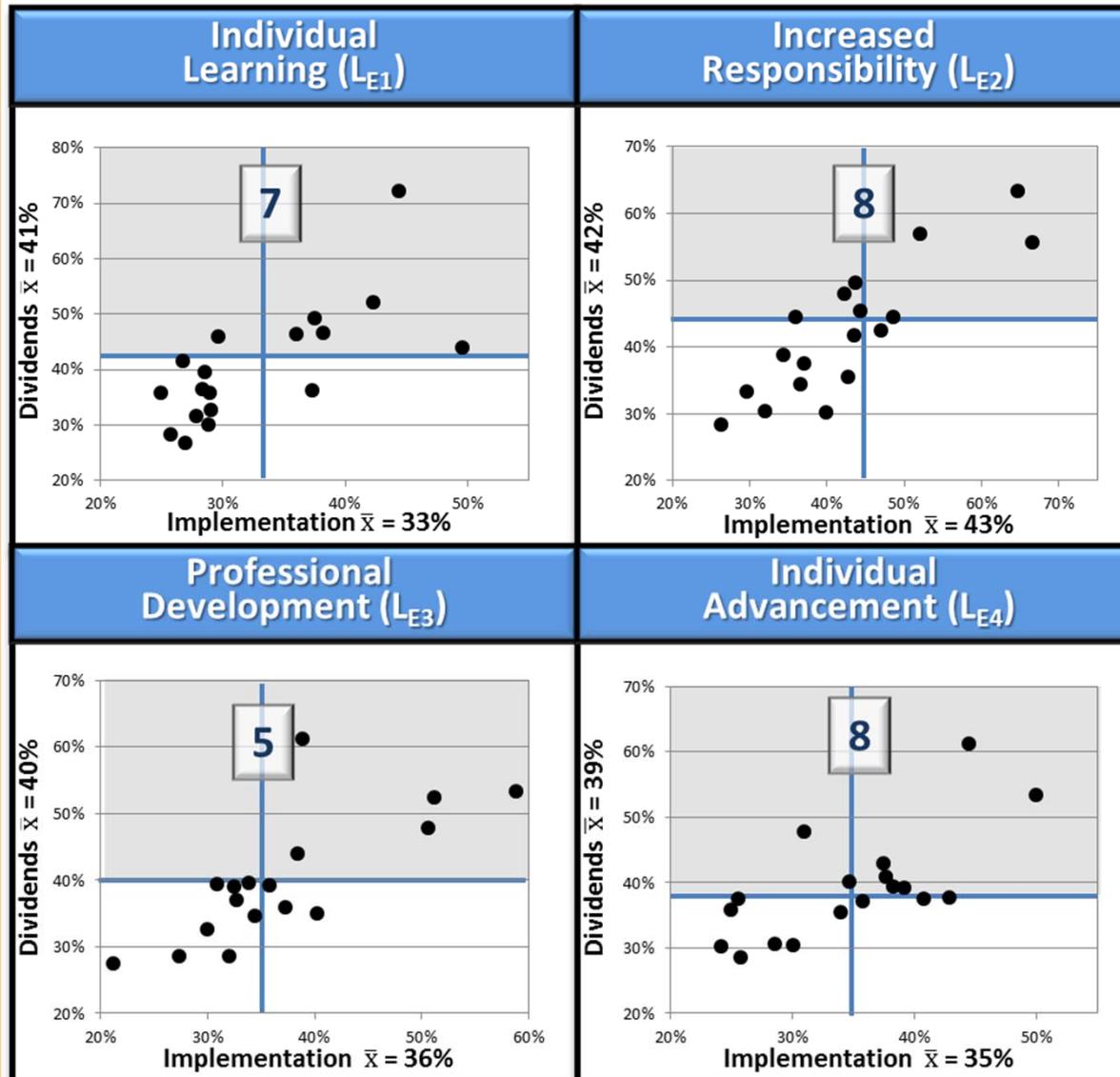


Individual Learning:
put junior people in charge of briefings

Increased Responsibility:
Innovation doesn't live in the routine, encouraging persistence to challenge themselves

Professional Development:
allow junior personnel to assume roles that are developmental and a stretch

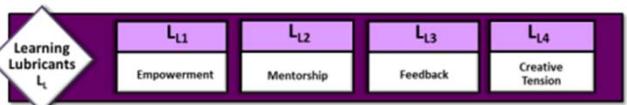
Individual Advancement:
show how to advance, allow competitive individuals to diversify, accession models



LEARNING LUBRICANTS

Results

How the Learning Elements Scattered for each of the 18 Organizations Queried and Examples of Catalysts

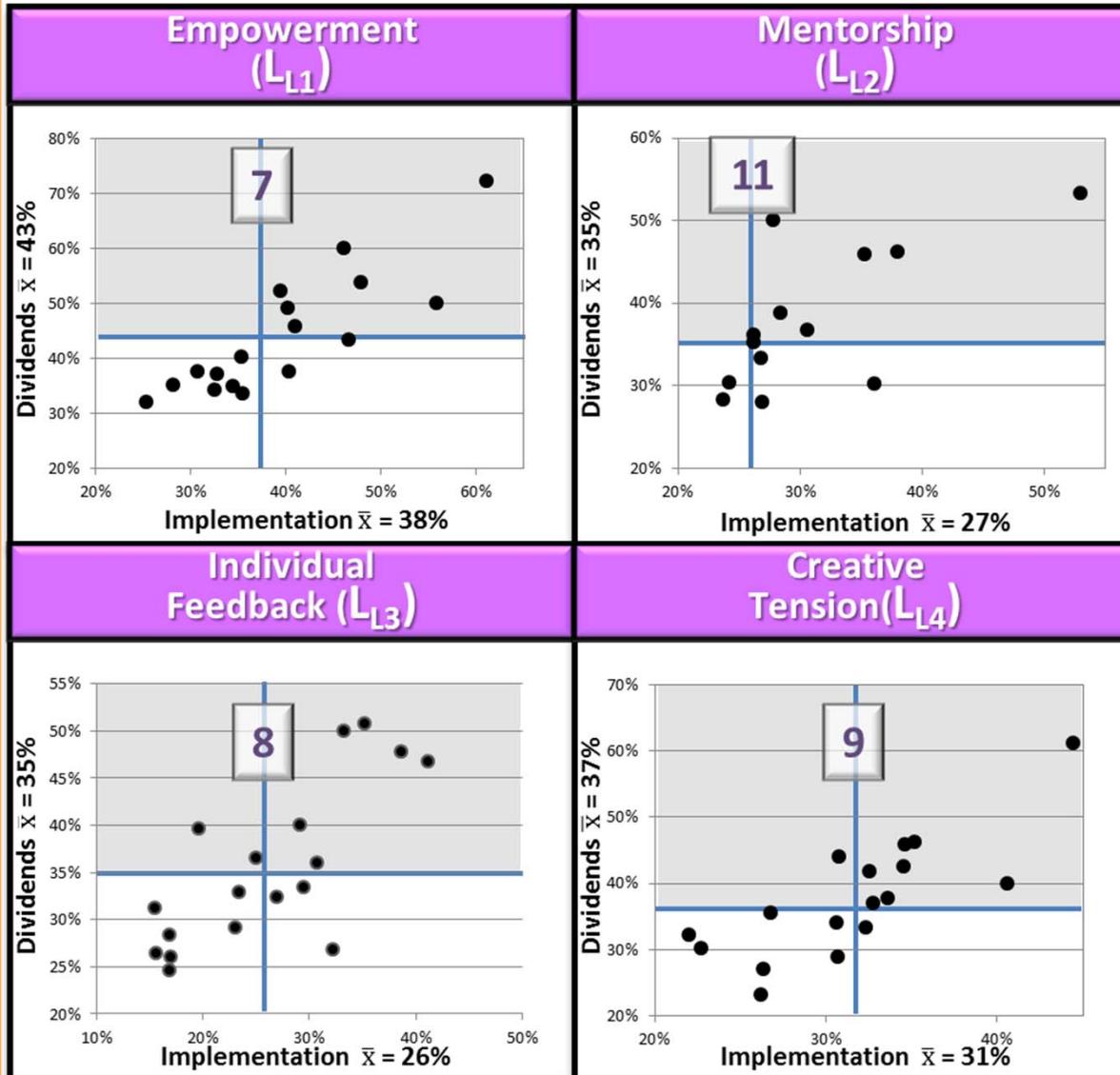


Empowerment:
widely delegated “the authority” across their organization

Mentorship:
mentors must be willing to bear the responsibility for their employees' growth...too much formality leads to its death

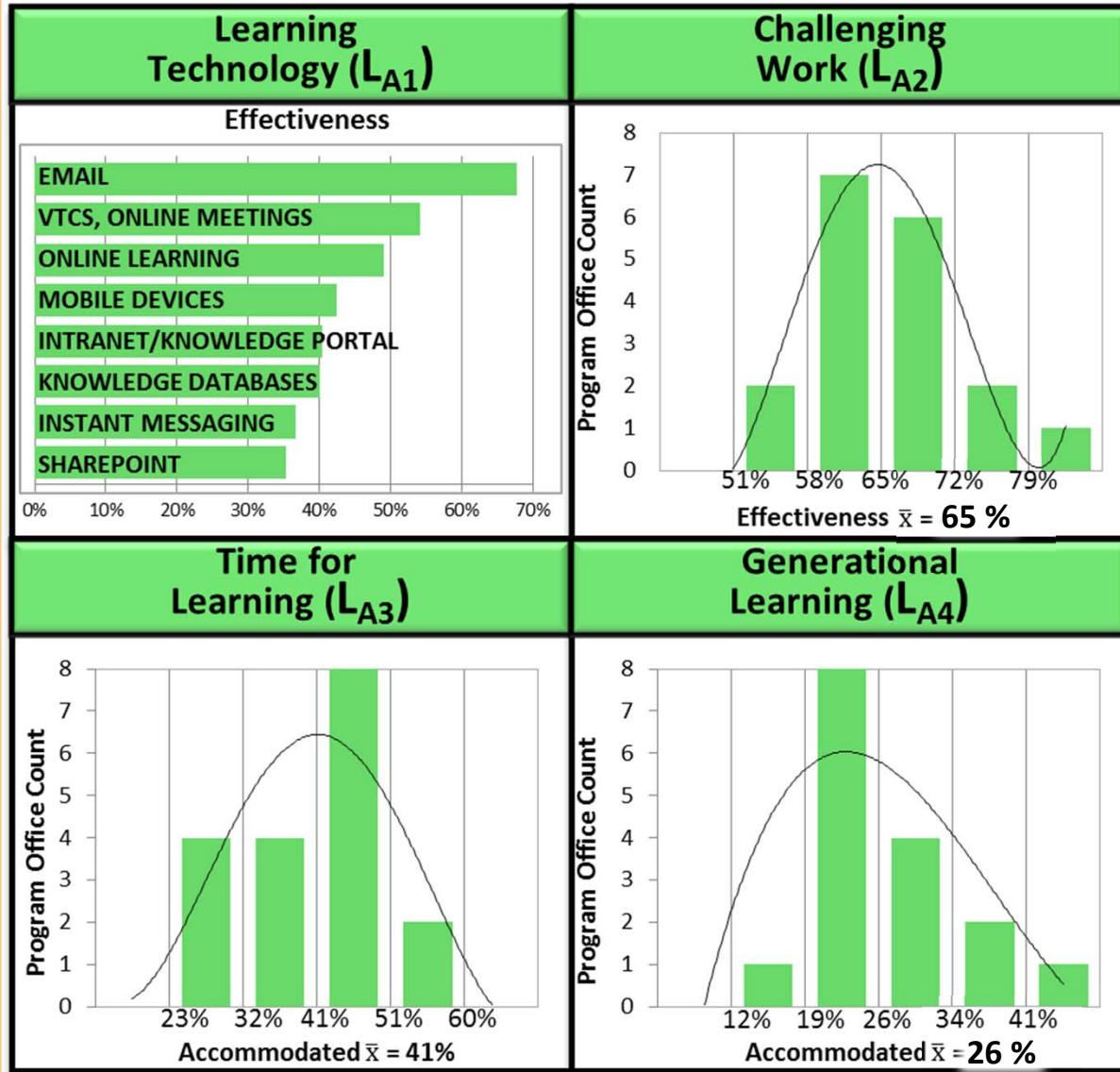
Individual Feedback:
timely, respectful, accurate, carefully communicated, and void of negative undertones

Creative Tension:
for the good of the product, healthy and respectful debate



LEARNING ADDITIVES

Results



How the Learning Elements Scattered for each of the 18 Organizations Queried and Examples of Catalysts



Learning Technology:
email as a learning tool is paying dividends, build email protocol and processes

Challenging Work:
organizations achieve challenging work with a clear understanding of the sum of its parts

Time for Learning:
blended “just-in-time” learning, “ojt”, contests

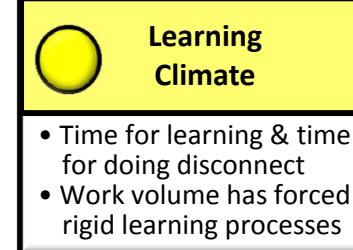
Generational Learning:
give more attention to the development of your junior workforce



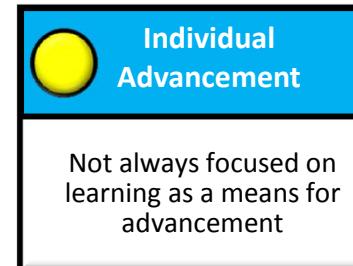
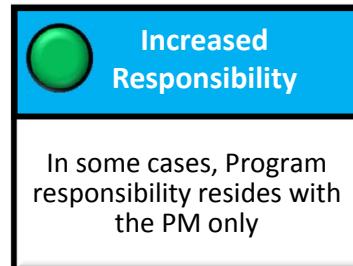
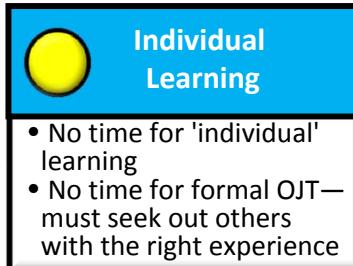
Program LO Scorecard—1 of the 18

Observations

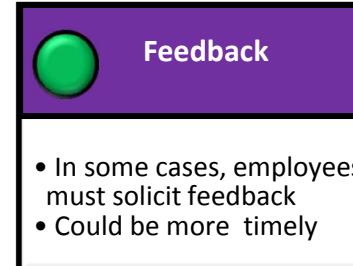
Learning Pathway
 L_p



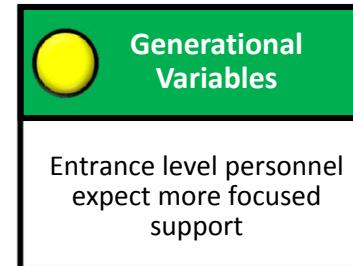
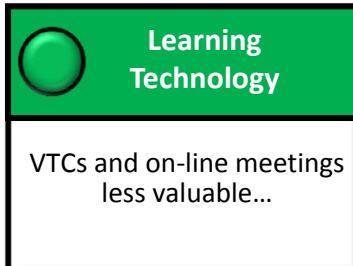
Learning Engine
 L_E



Learning Lubricants
 L_L



Learning Additives
 L_A



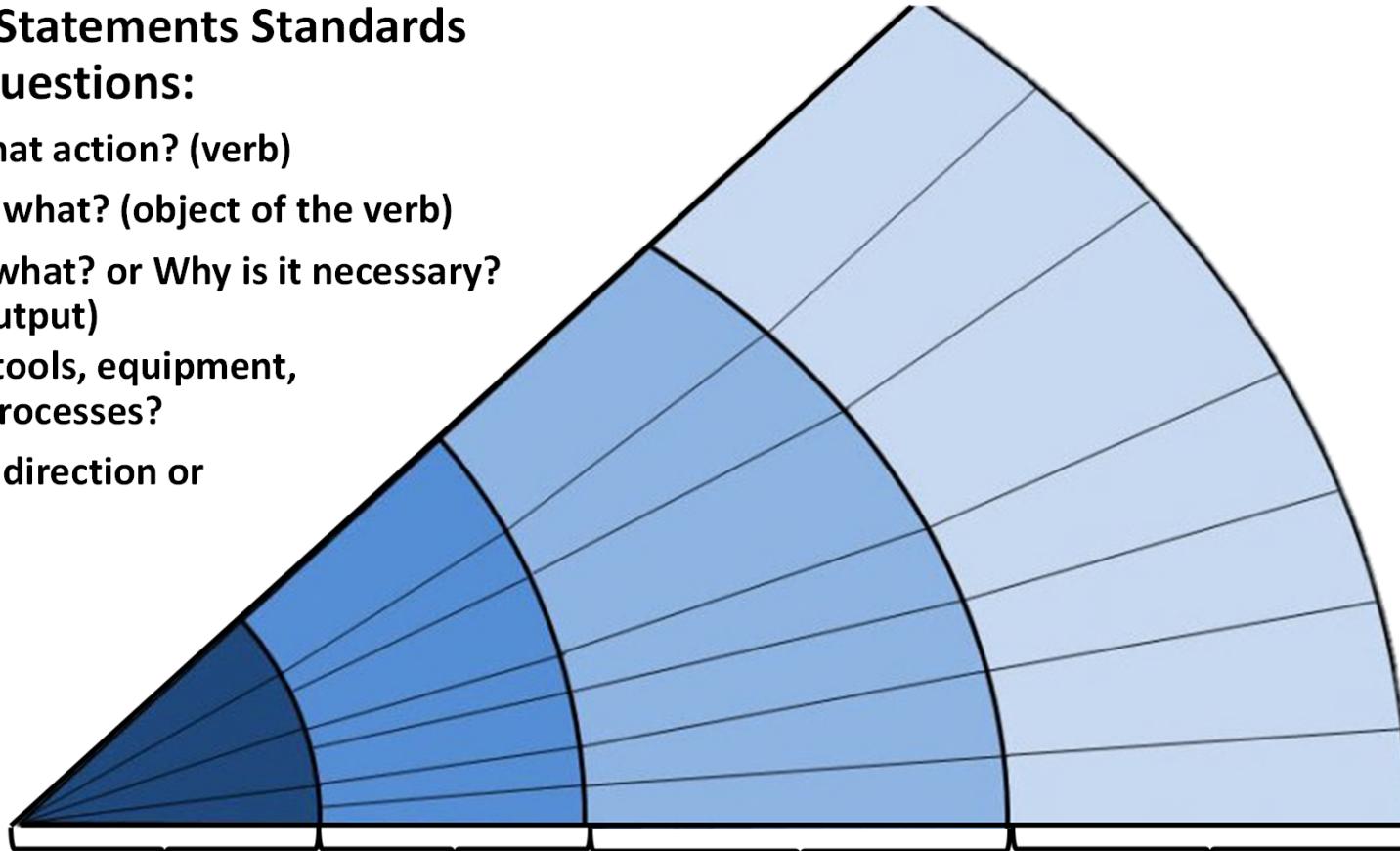
Acquisition Workforce Qualification initiative (AWQi)

Observations

AWQi Task Statements Standards

Address 5 Questions:

1. Performs what action? (verb)
2. To whom or what? (object of the verb)
3. To produce what? or Why is it necessary?
(expected output)
4. Using what tools, equipment,
work aids, processes?
5. Under what direction or
guidelines?



1. Competency

Defined behaviors that provide a structured guide enabling the identification, evaluation and development of the behaviors in individual employees.

2. Products

Product & Task inventory provides:

- Employees with a clearly-defined set of personal development objectives; tasks.
- Managers with a consistent measurement and tools that can cross geographical work boundaries.

3. Task List

4. Amplifying Steps

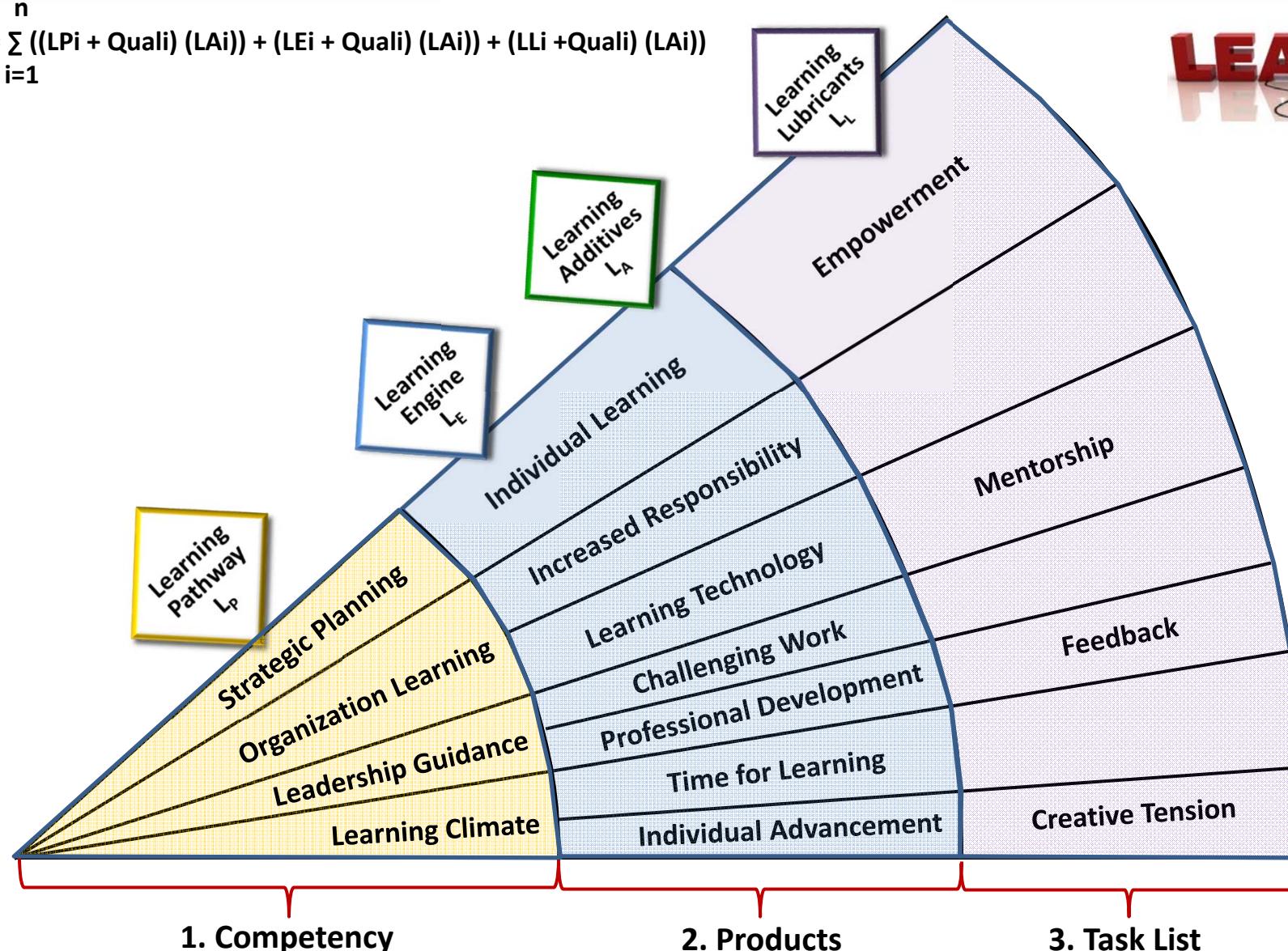
Steps employees need to complete any task.

Acquisition Workforce Qualification initiative (AWQi) Connection to Learning Organizations (LOs)

Observations

n

$$LOs = \sum_{i=1}^n ((LPi + Quali) (LAI)) + (LEi + Quali) (LAI) + (LLi + Quali) (LAI)$$



Summary

Observations

- Many organizations didn't fully appreciate the importance of workplace learning in general or understand the essence of "Learning Organizations"
- Data confirms presence of LO attributes and the contributions they make to workplace learning in acquisition organizations
- Identified high performing LOs and how they achieved it
- Established an LO benchmark for the acquisition community
- Debriefings to Program Offices amplified the areas that deserved more attention and subsequent action—several programs acted on findings
- Strong connection exists between LOs and AWQi—stronger LOs will more easily accommodate implementation of AWQi imperatives
- Potential for Further Research: Establish same benchmark for Industry

